

## EMPLOYEE LOYALTY AND PERSONALITY TRAITS – A CONCEPTUAL STUDY

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### ABSTRACT

#### Purpose

*The purpose of this paper is to provide a critical review of research on personality traits and employee loyalty. The objectives are as follows. The paper introduces the concepts of employee loyalty and personality trait. In the second part of the paper, the researcher expands the horizon of the study describing the evolution of the impact of personality traits on employee loyalty from a theoretical perspective in private sector organizations. Research gaps are identified to consider the study for future research.*

#### Design/Methodology/Approach

*The conceptual paper is in the form of literature review in the areas of employee loyalty and personality traits in a private sector organization. The paper focuses on the research on emerging concepts of employee loyalty, Eight Motivational Forces of Attachment and Withdrawal, the personality traits of the employees, the research gaps, a conceptual model of the study and the summary.*

#### Findings

*With resurgent interest in trait theories of personality and the conceptualization of the development of the link between the personality and employee loyalty, research in this area has flourished. A literature review revealed a surprising fact that even though this theory is much accepted and widely used not much of research is done in integrating Employee Loyalty and the Five Dimensions of Personality. Although, the inherent six facets of each of these five dimensions have not been individually dealt with a summation of each of the responses gives a distinctive view of the individual traits. The gaps identified through the literature survey calls for theory-driven and systematic research.*

#### Originality/Value

*Acknowledging the importance of identification of the employee's personality traits in private sector organization, this paper provides a compilation of literature review with its focus on employee loyalty and personality traits.*

**KEYWORDS:** Employee, Loyalty, Personality Traits, Private Sector Organisation & Force

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### 1. INTRODUCTION

Employees play a vital role in the organization and are an asset to the organization. The investments associated with the employees are infrastructure, recruitments, training, salaries, medical care, etc. Organizations focus on training and development, rewards and recognitions, performance appraisals and work culture and have specially designed policies (Iqbal, Tufail, & Lodhi, 2015). In the competitive vuca world retaining skilled and

worthy employees in the organization and developing the concept of loyalty amongst employees of the organization is the most important challenge in today's scenario (Lai Wan, 2013).

The management of many organizations develops their training programmers, benefit packages, performance appraisal and work system based on their company policies. Such type of policies is designed to develop loyal employees for a long-term career in the organization. The length of the tenure of the employee is directly proportional to the value addition to the organization (Patro, 2014). Loyalty can be identified with trustworthiness and faithfulness. More and more, employees define loyalty as it pertains to the job at hand (Murdock, 2017). Loyalty is similar to organizational commitment and the employee's psychological attachment to the organization. Organizations and employees have reciprocal commitments and responsibilities. The main dimensions of loyalty in all organizations are social, formal and psychological.

The challenge today lies in the retention of an employee and selection of an employee in the organization. In the last decade, several studies have been conducted on loyalty. At a strategic level, the study suggests that executives should acknowledge in their change processes that decisions at an organizational level regarding the personality of an employee could have a profound effect on the productivity of an employee (Najam-us-Sahar J., 2016). Several studies have also been done in understanding the personality traits of an individual. But none of the studies exists in studying the impact of personality traits on employee loyalty. In today's scenario organizations are highly reliant on employee loyalty, and it plays an important role in the success of the organization. Although organizations are skeptical about the level of loyalty of the employees (Kerr & Von Glinow, 1997). It is strange that the level of employee loyalty has declined. In earlier times the employers offered job security in exchange for loyalty and commitment. There prevailed the concept of lifetime employment. Now both, the employers and employees have been egocentric and since employers are under pressure from various stakeholders such as shareholders, financiers, governmental bodies and due to this they are unable to provide job security to the employees. Regardless of this pressure, the organizations should focus on employee loyalty as it has a positive effect on the presence of the employee and their behavior (Schalk & Freese, 1997).

## **2. EMERGING CONCEPT OF EMPLOYEE LOYALTY**

According to Josaih Royce (1908), a person becomes associated with other community those who are connected with the same cause. The final commitment towards the cause helps in the development of the society and this type of commitment is known as Loyalty.

In research conducted by Getchell (1975), the researcher developed the measures of loyalty and its definitions. The researcher classified loyalty into three parts such as disloyal, locked-in and loyal. The finding of the study was that the organization must maximize its utilization of the talented employees by the implementation of flexible rewards and recognition policies and organization structures which also should be more in sync with the commercial requirements of the disloyal employees. The researcher also focussed on enhancing the new types of relationships between the top management and the employees.

Salancik (1977) in his research studied the behavioral aspect of organization commitment which explains that and when an individual forego alternative courses of action in the organization then they choose to link themselves with the organization. The process by which an employee becomes locked into an organization and the way they deal with this problem relates to Behavioral commitment.

Mowday, Steers, and Porter (1979) studied organizational commitment and developed an instrument to measure it which is known as organizational commitment questionnaire (OCQ) which comprised of 15 questions on the 7-point Likert scale. In their study, they developed norms for male and female employees.

Once again in the year 1982, Mowday, Steers and Porter further developed the conceptual foundation of the OC model and described the past history and outcomes of commitment.

Solomon (1992) defined employee loyalty as the willingness of the employees to stay committed to the organization. Organizational Commitment and Employee loyalty are parallelly used terms which has a thin lining between them.

Researchers (Meyer and Allen, 1993; McGee and Ford, 1987; Mowday, Steers and Porter, 1979) have examined the relationship between commitment to the organization and many employees and organizational characteristics. Some measures of organizational commitment were also developed by Ritzer and Trice (1969) and later modified by Hrebiniak and Alutto (1972). These developed scales were tested by Meyer and Allen (1984) and found that tenure and age correlated with Ritzer and Trice Scale and Hrebiniak and Alutto Scale and with the Affective Commitment measures but not with the Continuance Commitment. Organizational Commitment was viewed from two distinct perspectives: attitudinal and behavioral. McGee and Ford (1987) re-examined some psychometric properties of the scales developed for measuring both. The affective commitment scale was unidimensional, but the continuance commitment scale had two dimensions. The first dimension looked at commitment based on alternative opportunities available and the second dimension was looked at the personal sacrifice of individual caused by the change of organization. Griffeth et. al. (2005) developed some scale measuring job opportunities which are reflective of alternative forces.

Initial steps in the measurement of loyalty were made by Meyer and Allen (1991) where they proposed Three Component Model (TCM) which comprised Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC). Meyer, Allen, and Smith (1993) later extended the generalizability of this model to the domain of occupational commitment. They developed the measures of AC, NC, and CC to the occupation. Their study revealed that TCM measures of occupational commitment were different from one another and also from organizational commitment.

Netemeyer et. al (1996) observed that work-family conflict and family work conflict both have correlations with organizational commitment. They used scales to measure levels of job satisfaction, organizational commitment etc. in their study.

Morall (1999) defined loyalty in terms of commitment for someone or towards something.

Powers (2000) defined loyalty as emotional attachment and devotion Another definition of loyalty is devotion and emotional attachment to certain things that may be relevant to a person, a group, a task or an objective (Powers, 2000).

Mitchell et. al. (2001) in the study describes the implications for managing retention and turnover. They observed that it is not only dissatisfied people leave their jobs or extra money makes them stay back. Some individuals leave for reasons other than their job content and stay back because of their attachment to both the job and the community embeddedness.

A conceptual model is presented by Mobley et. al. (1979) which suggested that it is necessary to see the difference between attraction (what is expected out of alternative roles) and satisfaction (from the present role) and also look into

non-work values and non-work results of turnover behaviour as well as contractual constraints, and a potential means for combining aggregate-level research findings into an individual-level model of the turnover process.

Vroom (1964) came out with valence theory where he linked the performance of individuals to the rewards and stated that the rewards should be such that it satisfies his need.

Jaros et al. (1993) based on his research work defined moral commitment as the extent to which an employee is psychologically linked to his/her organization by imbibing its values, goals, and missions. Moral commitment is different from affective commitment as it involves a sense of duty, calling to work but not emotional involvement. It is also different from continuance commitment since it does not involve calculations of incentives or sunk costs.

Rousseau (1989) stated that two forms of unwritten contracts exist between the employers and the employees. Psychological contracts are employee belief in the give and take obligation between the employee and the organization. Implied contracts are dependent on the interactions existing and are dependent on the level of relationship leading to mutual obligations. The researcher describes maintenance, development, and violation of implied contracts and psychological contracts along with the organization's duties.

In research on the organizational commitment, the researcher found that in rigorous selection procedures during recruitments and strong organizational value systems are related to organizational commitment and rewards and recognition are related to higher levels of instrumental or compliance-based commitment (Caldwell, Chatman, & O'Reilly, 1990).

Becker, 1992 foci of commitment whether it is towards the groups and individuals to which an employee is attached, and the reasons for commitment stressing on the motives for attachment. They also found that commitment to top management, workgroup and supervisor were very important determinants of intent to quit and job satisfaction. In the study conducted by Clugston et. al. (2000), they tested whether specific measures of masculinity, power distance, uncertainty avoidance, and collectivism are correlated to an employee's level of commitment. Reicherds (1986) suggested that over the time commitments may develop and hence a longitudinal study should be conducted.

While studying loyalty as a subject various author have done surveys and come to conclusions in a number of ways as to the applicability of the term, the process of enhancing loyalty and also found benefits to the organizations wherein the employees were loyal. According to Rider (1998), it was concluded that loyalty, trust, and cooperation highly sought characteristics. Although trust and loyalty play a good role in enhancing the profitability it is not necessary that it should be imposed by regulation. Any such enforcement would act negatively and tend to negate the reliance on loyalty and trust. Spalding (2007) conducted a study on a similar issue and found that loyalty enforced upon employees, in general, does not work as effectively as an inherent trait connecting employees and employers.

Miguel Cunha (2002) in the case of ITES firm where the workers are knowledge workers examined how the interaction between leadership, culture, and structure is used tacitly to further control and loyalty. A high-profile culture, a non-interfering leadership, and flexible structure created a healthy environment for the development of loyalty.

Reichheld, F. (1996) suggested that to improve employee loyalty we have to make employees feel that they are a very relevant part of the organization. Many of the employees (45%) felt their organization does not treat them well. Listening to employees more often by two-way interaction is the best way for the employees to feel that they are being heard and this leads to a feeling that they are being appreciated for their inputs and are likely to become more loyal to the

company.

Kyle LaMalfa (2007) studied the reasons for emotional connect of employees towards the organization. Such employees are loyal as they feel they are productive and engaged and feel appreciated and validated.

Brian P. Niehoff, Robert H. Moorman, Gerald Blakely, Jack Fuller (2001) studied the effect of downsizing on loyalty and suggested means of maintaining the loyalty of those who were being retained. Job enrichment and empowerment allow the survivors to reduce the stress of downsizing. They found that empowerment in itself does not impact loyalty but it indirectly helps it through enrichment.

Chen et al. (2002) studied the relationship between loyalty to the supervisor and employees' extra-role and in-role performance in China. Two studies were conducted. In first, five-dimension loyalty to a supervisor scale was developed and validated and in the next, the impact on organizational commitment and employee performance as related to loyalty to supervisor was studied. It was found that loyalty to supervisor was strongly associated with performance as against organizational commitment.

Mai Ngoc Khuong and Bui Diem Tien (2013) studied the factors that influenced employee loyalty directly or indirectly through job satisfaction in the banking sector in a city in Vietnam. The study elicited the different views of the employees on the factors contributing to employee loyalty towards the current banks. The different statistical used in the analysis were multiple regression, factor analysis, and path analysis. The findings of this research were that the higher satisfaction levels of fringe benefits, supervisor support, work environment, teamwork play a vital role and affect employee loyalty. It was also stated by the researcher that high employee loyalty can be achieved only if the bank achieves high levels of job satisfaction.

Organizational Commitment is taken as the inverse of attrition intent. Turnover attachment motive survey (Maertz and Boyar, 2012) identifying the predictors of turnover (Table 1) and consists of 18 scale (Table 2.) looking for the diagnosis of the causes of turnover. As against these certain forces like behavioral inertia against looking for new job, psychological dissonance, cost of quitting, supervisor continuance attachment and co-worker continuance attachment are significant predictors of turnover behavior.

**Table 1: Predictors of Employee Loyalty**

Sr. No.	Forces	Description
1)	Affective Forces	Affective Organizational Commitment, overall job satisfaction (Meyer, Allen and Smith 1993 Mowday, Steer & Porter 1979)
2)	Alternative Forces	Perceived job alternates, unemployment rates, relative compensation satisfaction (McGee & Ford 1987, Griffeth, Steel Allen & Bryan 2005)
3)	Behavioral Forces	Continuance commitment (Meyer Allen and Smith, 1993 Mowday Steer & Porter 1979) Behavioral commitment (Salancik 1977)
4)	Calculative Forces	Affective commitment, Overall job satisfaction, satisfaction with advancement/compensation, anticipated satisfaction, expected outcomes (Meyer Allen & Smith 1993, Mobley, Griffeth, Hand & Megino 1979, Mowday et. al. 1979, Vroom 1964)
5)	Normative Forces	Work-family confident, Communication embeddedness (Mitchel et. al. 2001, Netemeyer et. al. 1996)
6)	Moral Forces	Moral Commitment (Jaros et. al. 1993)

Table 1: Contd.,		
7)	Contracted Forces	Psychological contract alternative commitment (Meyer, Allen and Smith 1993, Rousseau 1989)
8)	Constituent Forces	Constituent Commitment, Foci of commitment, organizational embeddedness Coworker & Supervisor satisfaction (Becker 1992, Clugston et. al. 2000, Mitchel 2001, Reichheld 1996)

### 3. THE EIGHT MOTIVATIONAL FORCES OF ATTACHMENT AND WITHDRAWAL

Affective forces are the current affective response to an organization. The psychological purpose for commitment and withdrawal for Affective forces is a self-indulgent approach-avoidance mechanism where the employee is more attached to the organization due to the enjoyment and positive emotions. Ease and feeling good inspires continuing with present organization whereas the uneasiness and feeling bad initiates resigning from the organization.

Alternative forces are the perceived alternatives towards a current job. In these forces the psychological purpose for commitment and withdrawal for Alternative forces of an employee is the self-efficacy beliefs (Bandura, 1982) concerning the ability to obtain job changes, merging the perceived certainty and good quality of alternate job options.

Contractual Forces are the psychological contract obligations of an employee towards and an organization and the contract-violations. In these forces, the psychological purpose for commitment and withdrawal for Contractual forces of an employee is the yearning to fulfil perceived obligations in the present psychological contract through continuing. Alternatively, the wish to deliquesce a psychological contract or to revert to violations by quitting the organization. This desire depends on an employee's holding a norm of reciprocity to some extent.

**Constituent:** Commitment to people or groups in an organization. A desire to maintain, or conversely, to end, relationships with constituent(s) by staying or quitting. This desire can stem from a number of motive forces. The net force (for staying or leaving) may depend on relationships with one or many constituents, and it may change direction if the constituents themselves leave the organization.

**Calculative:** Anticipated future satisfaction associated with continued organization membership. Evaluation of future value attainment possibilities associated with continued membership. High expectancy of value attainment or a positive calculation increases psychological attachment, while low expectancy or a negative calculation increases withdrawal tendency.

**Normative:** Pressures to stay or leave an organization derived from the expectations of others. A desire to meet the perceived expectations of family members or friends outside the organization with respect to staying or quitting. These pressures may come from one or many parties, and the motivation to comply with these expectations varies.

**Behavioral:** Behavioral commitment to an organization A desire to avoid the explicit and/or psychological costs of quitting. These costs are brought on largely by membership-related behaviors in the past or by company policies regarding the value of tenure. Perceived costs can range from zero to a very high level.

**Moral:** Moral/ethical values about quitting A desire for consistency between behavior and values regarding turnover. Internalized values lie somewhere on a continuum from "quitting is bad, and persistence is a virtue" to "changing jobs regularly is positive; staying too long leads to stagnation"

**Table 2: Employee Loyalty Scale**  
(Source: Maertz & Boyar, 2012)

Scale	Alpha Coefficient: Poultry Plant	Alpha Coefficient: Furniture Plant
Affective	.94	.93
Contractual-Obligations	.89	.90
Contractual-Violations	.87	.89
Calculative	.95	.94
Alternative	.84	.89
Behavioral-Tangible Costs	.79	.76
Behavioral-Inertia Costs	.84	.81
Behavioral-Psychological Costs	.88	.81
Normative-Family	.81	.87
Normative-Friends	.86	.91
Moral-Attachment	.80	.80
Moral-Withdrawal	.74	.80
Supervisor-Affective	.92	.92
Supervisor-Continuance	.92	.87
Supervisor-Normative	.89	.90
Coworker-Affective	.90	.89
Coworker-Continuance	.75	.76
Coworker-Normative	.90	.89

#### 4. PERSONALITY TRAITS OF EMPLOYEES

Research has been done in several areas to find how employees contribute to the success of the organization. In this study, an attempt is being made to study the personality traits as it has provided an important lens for illuminating what motivates such discretionary efforts. Based on the Employee Loyalty theory by (Maertz & Campion 2004; Maertz & Griffeth, 2004), Agreeableness, Neuroticism, and Contentiousness are likely antecedents of motivational forces that affect turnover.

Several researchers have tried to study personality traits from various perspectives. The concepts of personality and culture are both pragmatic mechanisms for describing, explaining and understanding human behavior. Both concepts attempt to answer a myriad of questions about observed, predicted and controllable human behavior. Opportunities for individuals to shape organizational culture are increased by the fact that certain personality types tend to cluster into disciplines and fields of employment. All meta-analytic estimates of the intercorrelations between Big five Personality Traits are from Mount, Barrick, Scullen, and Rounds (2005). Personality traits are extremely important in today's competitive organizational setting. Employees individually possess diverse personality traits that may influence negatively or positively their performance of jobs assigned to them. It is therefore important that managers and organizational members take into account these important individual differences because realizing these traits will help managers and colleagues to deal with employees' job performance (Nana Gyaama Darkwah, 2014).

*“Personality is an attribute that enables to predict a person's behavior in a specific situation. Personality is a dynamic term. It is a product of the interaction between a man's biological organization and her/his social and physical environment.”*

Personality is the sum total of all the biological innate disposition, impulse, tendencies, appetites, and instincts of the individual and the dispositions and tendencies acquired by experience. It is a relatively stable tendering organization of a person's character, temperament intellect, and physical, which determine their unique adjustment to environment

(Bosworth, 2014).

Warren and Carmichael (1930) define personality as, “*the integrative organization of all cognitive, affective, curative and physical characteristics of an individual, as it manifests itself in focal distinction from others. The important elements of personality are - physical appearance, intelligence, temperament, emotional stability, social development, character, and moral traits.*” The characteristics of personality are - personality is a product of heredity and environment; personality is dynamic; personality is unique; personality is adjustable; personality is a function as a whole.

Some theorists try to determine which traits are correlated with certain behaviors, thereby gaining the understanding of the underpinnings of various behaviors as well as the more general workings of personality. The implications of using a many trait approaches are that one can have an understanding of what sort of personality underpins a certain type of behavior. Many psychologists have tried to reduce the many traits to a few essential trait approaches:

**Murray 1938 (20+ “Needs”)** - Henry Murray (1938), published “Explorations in Personality” in which he stated the 20+ needs which led to the uniqueness of an individual’s personality. The 27 needs were Abasement, Achievement, Acquisition, Affiliation, Aggression, Autonomy, Blame avoidance, Construction, Contrarianism, Counteraction, Defendance, Deference, Dominance, Exhibition, Exposition, Harm avoidance, Infavoidance, Nurturance, Order, Play, Recognition, Rejection, Sentience, Sex, Similance, Succorance, Understanding.

**Cattell (16 Traits):** 16 Personality Factors questionnaire - In the year 1905, Cattell further studied the 16PF personality traits which helped in career counseling and guidance which is also used today.

**Eysenck (3 Traits):** Eysenck Personality Questionnaire (EPQ) - Extraversion, Neuroticism, Psychoticism

**John, O. P., and Srivastava, S.:** 44-item inventory that measures an individual on the Big Five Factors (dimensions) of personality. Each of the factors is then further divided into personality facets.

A strong consensus has emerged since the mid-1980's about the number and nature of personality traits. Five super-ordinate factors have emerged, often referred to as the "Big Five" or the 5-factor model. The presence of these five factors is well supported by a wide variety of research. Fiske published early evidence supporting the Five-factor model in 1949. During the 1980s and 1990s, a vast array of research combined to support the Five-factor model. The Big Five Personality Characteristics are a synthesis of the trait theories of personality developed by Cattell and Eysenck. At the broadest level, personality can be described in terms of five basic dimensions or factors.

- **Extraversion:** A personality dimension that describes the degree to which someone is sociable, talkative, and assertive.
- **Agreeableness:** A personality dimension that describes the degree to which someone is good-natured, cooperative, and trusting.
- **Conscientiousness:** A personality dimension that describes the degree to which someone is responsible, dependable, persistent, and achievement oriented.
- **Neuroticism:** A personality dimension that describes the degree to which someone is calm, enthusiastic, and secure (positive) or tense, nervous, depressed, and insecure (negative).
- **Openness to Experience:** A personality dimension that describes the degree to which someone is imaginative,



artistically sensitive, and intellectual.

#### **4.1. Extraversion**

An individual who is very loving, affectionate and warm towards others and enjoys in the bustling crowds and parties (Bradburn, 1969). This type of individual is a positive thinker and has a low level of energy and works at a slow pace, unenthusiastic. He is not thrilled or excited about anything and is less prone to understand the feelings of happiness and joy than most men.

#### **4.2. Agreeableness**

An individual who easily trusts others and usually assumes the best about anyone he meets belongs to this category. This type of individuals is outspoken, straightforward, sincere and find difficulty in misleading or cheating others, but tends to put their needs, comforts, and benefits before others'. They hold their own conflicts with others but are ready to forgive and forget. Such individuals are full of pride and they appreciate their achievements and happy to take credit for them. In comparison with other individual's person falling in this trait are strong-minded individuals and his social and political attitudes reflect his rational saneness(Srivastava, John, Gosling, & Potter, 2003).

#### **4.3. Conscientiousness**

An individual who is sensible and efficient in making pragmatic decisions belongs to this type of personality. This type of individual is well-organized, spotless, reliable, and punctual. These individual tries to meet his obligations and is dependable. He is punctual, neat, punctual, and well organized, He wants to be high in need for achievement, but he can also set work aside for recreation. He is not only very self- disciplined but also finishes the task that he has started. He is rationally careful and gives a thought before taking any action (Dollinger & Orf, 1991; Musgrave-Marquart et al., 1997; Paunonen & Ashton, 2001).

#### **4.4. Neuroticism**

An individual showing Neuroticism is the one who is anxious, generally nervous, nebbish and a worrier. This type of individual feels irritated, unsatisfied, and annoyed with others and he is prone to feel depressed, lonely, dejected and sad. Shyness or awkwardness when dealing with strangers is not a problem for him. He is unable to control his impulses, actions, and desires but handles stress very well (McCrae, R.R. et al., 1999).

#### **4.5. Openness to Experience**

An individual portraying this trait has an experiential style and is generally open-minded. He has an average imagination and only occasionally daydreams or fantasizes. This individual is receptive and responsive towards art and craft, music, nature, and poetry and has an emotional connect and his feelings are varied. He rarely enjoys new and different activities and has a low need for change in his life. He has a restrained level of intellectual inquisitiveness and he is generally in the mid of his political, moral and social beliefs (Kaufman, 2013).

**Table 3: Big Five Trait Dimensions**

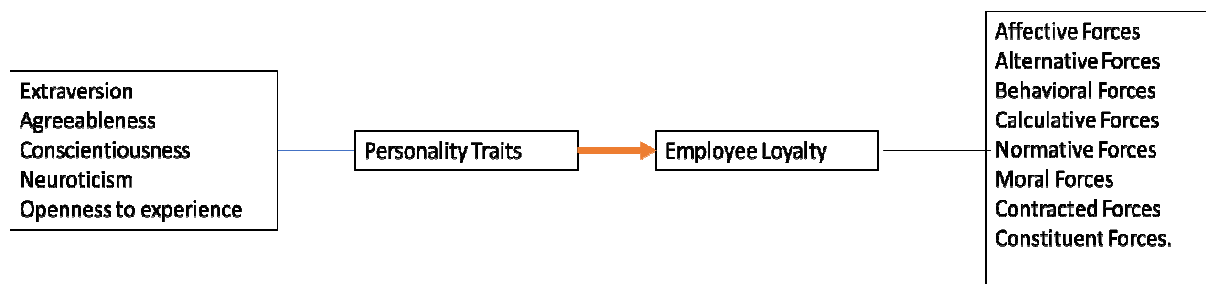
Source: John, O. P., & Srivastava, S. (1999). *The Big-Five trait taxonomy: History, measurement, and theoretical perspectives*. In L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research* (Vol. 2, pp. 102–138). New York: Guilford Press.

Big Five Dimensions	Facet (And Correlated Trait Adjective)
Extraversion vs. Introversion	Gregariousness (sociable) Assertiveness (forcefulness) Activity (energetic) Excitement-seeking (adventurous) Positive emotions (enthusiastic) Warmth (outgoing)
Agreeableness vs. antagonism	Trust (forgiving) Straightforwardness (not demanding) Altruism (warm) Compliance (not stubborn) Modesty (not show-off) Tender-mindedness (sympathetic)
Conscientiousness vs. lack of direction	Competence (efficient) Order (organized) Dutifulness (not careless) Achievement striving (thorough) Self-discipline (not lazy) Deliberation (not impulsive)
Neuroticism vs. emotional stability	Anxiety (tense) Angry hostility (irritable) Depression (not contented) Self-consciousness (shy) Impulsiveness (moody) Vulnerability (not self-confident)
Openness vs. closedness to experience	Ideas (curious) Fantasy (imaginative) Aesthetics (artistic) Actions (wide interests) Feelings (excitable) Values (unconventional)

The measures of the Big Five traits were more strongly related to career success than were childhood measures, both contributed unique variance in explaining career success.

### Conceptual Model

Conceptual Model developed from literature for further studies is as given below.

**Figure 1**

## CONCLUSIONS

The current research on the relationship between employee loyalty and the personality traits can be further studied by the researcher and utilized by organization in various ways. Organization can identify the employees based on their personality traits who may prove to be suitable for long term employment. The linkage will establish the facts on the commitment of the employees towards the organization which may also save the cost on the training and development of the employees. Organization can provide vast opportunities to the employee for achieving their career goals and development of their skills for. This in turn may also prove beneficial for the growth of the organization as the long-term tenure also increases a sense of loyalty among the employees.

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